Leading Change at the AFFTC: Building Shared Vision

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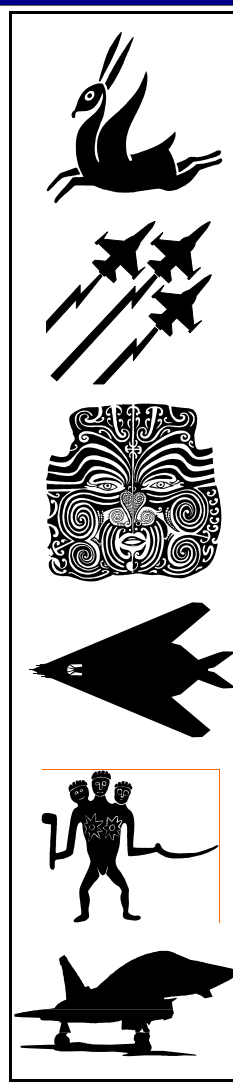
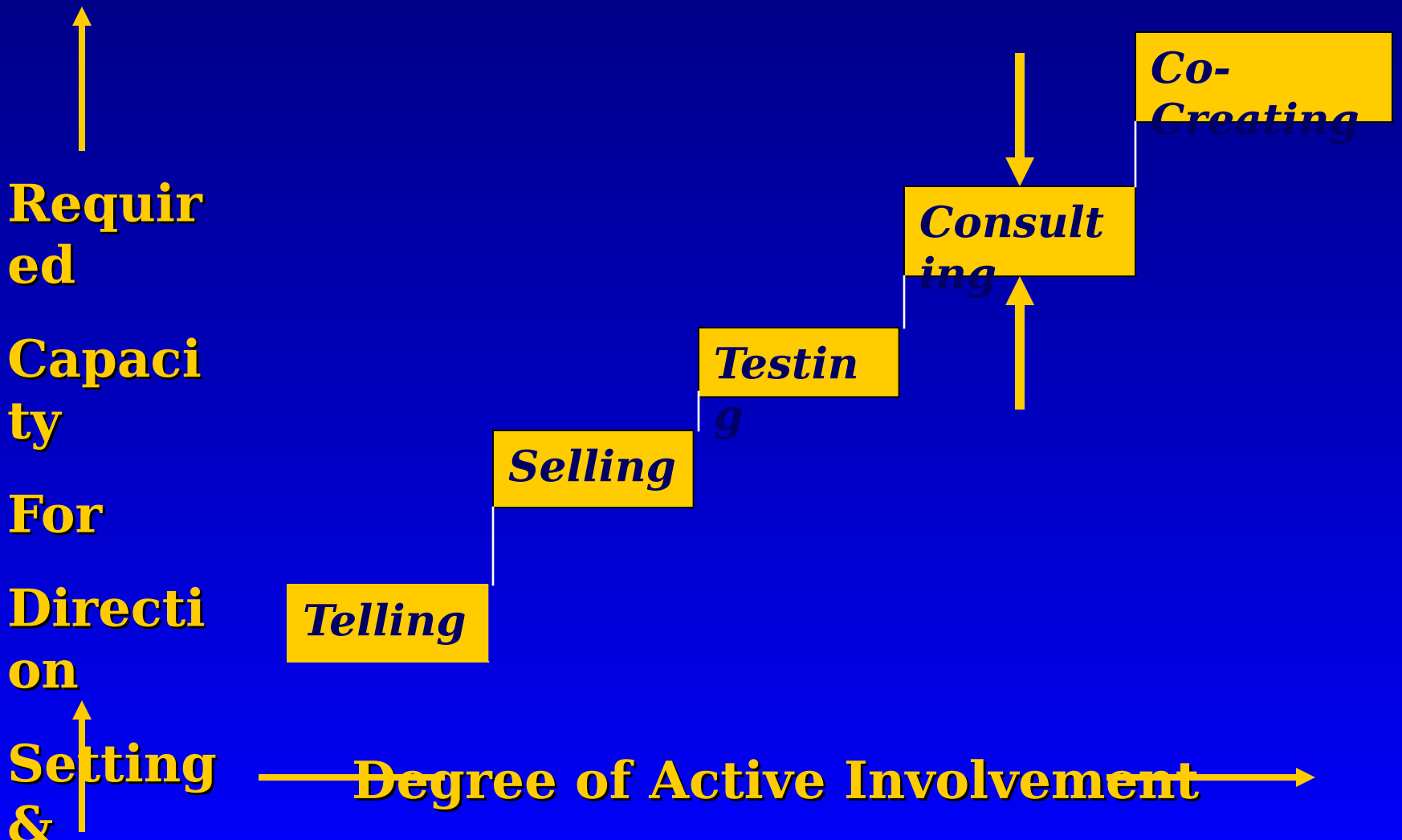
Building Shared Vision



Last Time –
Stages 2 & 3 : “Selling” & “Testing”

This Time –
“Consulting” & “Co-Creating”

5 Stages From Telling to Co-Creating



Stage 4 - "Consulting" Stage

"What Vision Do Members Recommend That We Adopt?"

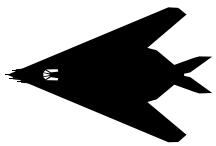
Preferred Stage for a Leader Who:

- **Doesn't Have All the Answers**
- **Wants to Make the Vision Stronger by Involving**

Tips for Mastering "Consulting"

- Use Cascade Process to Gather Information
- Build in Protection Against Message Distortion
- Gather & Disseminate Results
- Separate "Telling" and "Consulting"

The Limits of "Consulting"

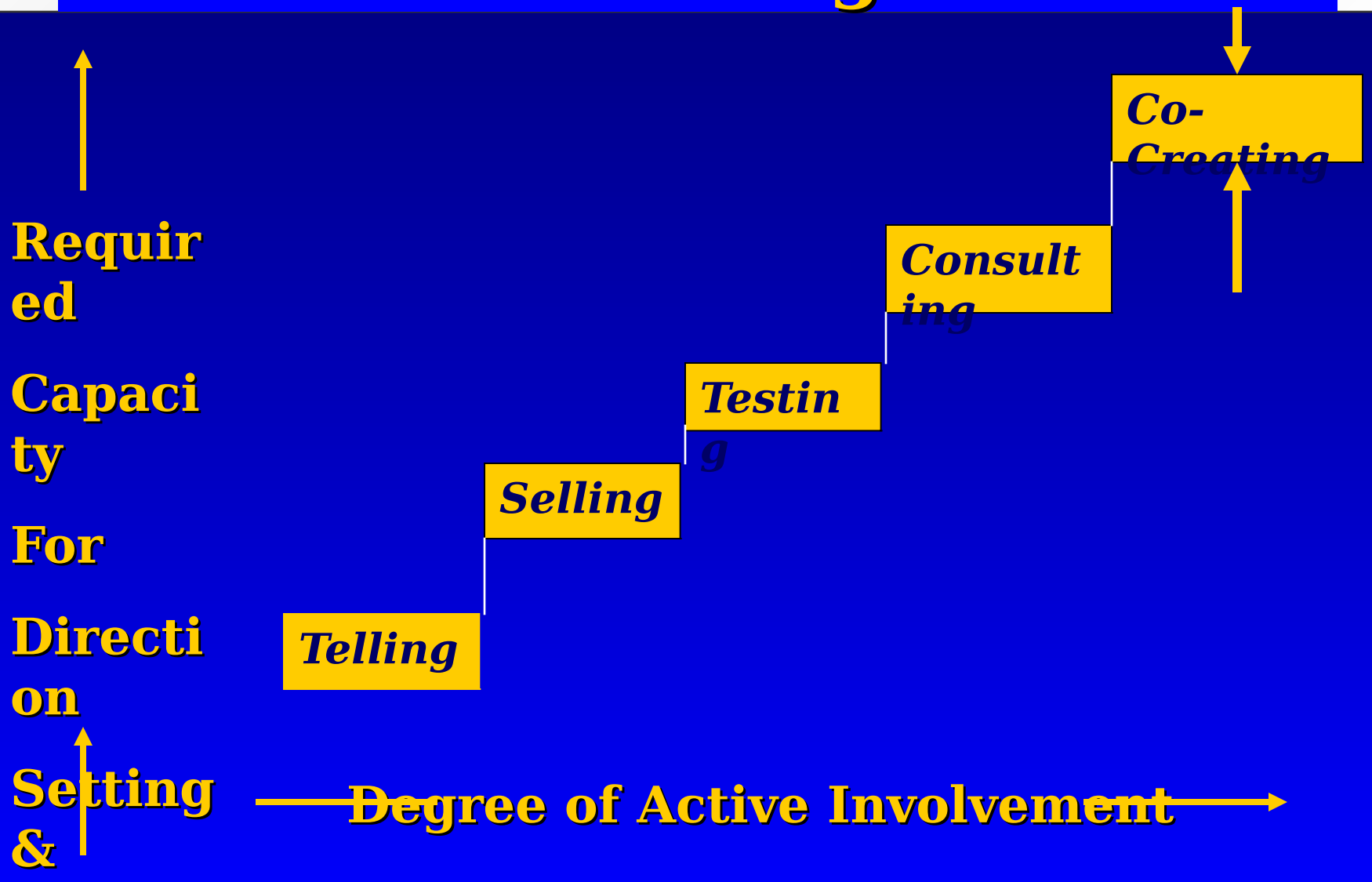


Assumption - Leader gets 51% of the vote.

Reality - Vision is Strongest When Built from Foundation of Multiple Visions Formed Together in an Organic Whole.

<u>The Most Significant Elements of a Vision are Local - Anchored to a Team, Unit or Place.</u>

5 Stages From Telling to Co-Creating



Stage 5 – "Co-Creating" Stage

"Let's Create the Future We Individually & Collectively Want"

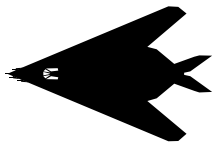
- **People Work for What They Believe In**

- **As Teams Define What's Primarily Important a New Meaning Can Emerge for the Organization**

Tips for Mastering "Co-Creating"

- Start with Personal Vision
- Treat Everyone Equally
- Seek Alignment, Not Agreement
- Among Teams, Encourage Interdependence--- and Diversity
- Avoid Random "Sampling"
- Have People Speak Only for Themselves
- Expect & Nurture Reverence for Each Other
- Consider Using an "Interim Vision" to Build Momentum
- Focus on the Dialogue, Not Just the

The Limits of "Co-Creating"



- Requires Enormous Time & Energy
- Takes Guts & "Extreme" Leadership
- Creates Irresistible "Pull" for Radical Change